Reducing Non-Productive Processes and Bureaucracy

Acquisition Community Symposium

April 12, 2011

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Agenda

- Overview of Acquisition Efficiency Initiatives
- Focus on Non-Productive Processes and Bureaucracy
  - Acquisition Documentation Streamlining
  - Status of Other Ongoing Actions
    - Reducing Low Value Added Statutory Requirements
    - Reducing Volume & Cost of Congressional and Internal Reports
    - DAB Decision Briefing Templates
- Next Steps

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Acquisition Efficiency Roadmap

from USD(AT&L) 14 September 2010 policy memo

Target Affordability and Control Cost Growth

- Mandate affordability as a requirement
- Implement "should cost" based management
- Eliminate redundancy within warfighter portfolios
- Achieve Stable and economical production rates
- Manage program timelines

Promote Real Competition

- Emphasize competitive strategy at each program milestone
- Remove obstacles to competition
  - Allow reasonable time to bid
  - Require non-certified cost and pricing data on single offers
  - Enforce open system architectures and set rules for acquisition of technical data rights
- Increase small business role and opportunities

Incentivize Productivity & Innovation in Industry

- Reward contractors for successful supply chain and indirect expense management
- Increase Use of FPIF contract type
- Capitalize on progress payment structures
- Institute a preferred supplier program
- Reinvigorate industry's independent research and development

Improve Tradecraft in Acquisition of Services

- Assign senior managers for acquisition of services
- Adopt uniform services market segmentation (taxonomy)
- Address causes of poor tradecraft
  - Define requirements and prevent creep
  - Conduct market research
- Increase small business participation

Reduce Non-Productive Processes and Bureaucracy

- Reduce frequency of OSD level reviews
- Work with Congress to eliminate low value added statutory requirements
- Reduce the volume and cost of Congressional Reports
- Reduce non-value added requirements imposed on industry
- Align DCMA and DCAA processes to ensure work is complementary
- Increase use of Forward Pricing Rate Recommendations (FPRRs)

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Acquisition Efficiency Guidance

Reduce Non-Productive Processes and Bureaucracy

- Reduce frequency of OSD level reviews
- Work with Congress to eliminate low value added statutory requirements
- Reduce by half the volume and cost of internal and Congressional Reports
- Reduce non-value added requirements imposed on industry
- Streamline Acquisition Documentation

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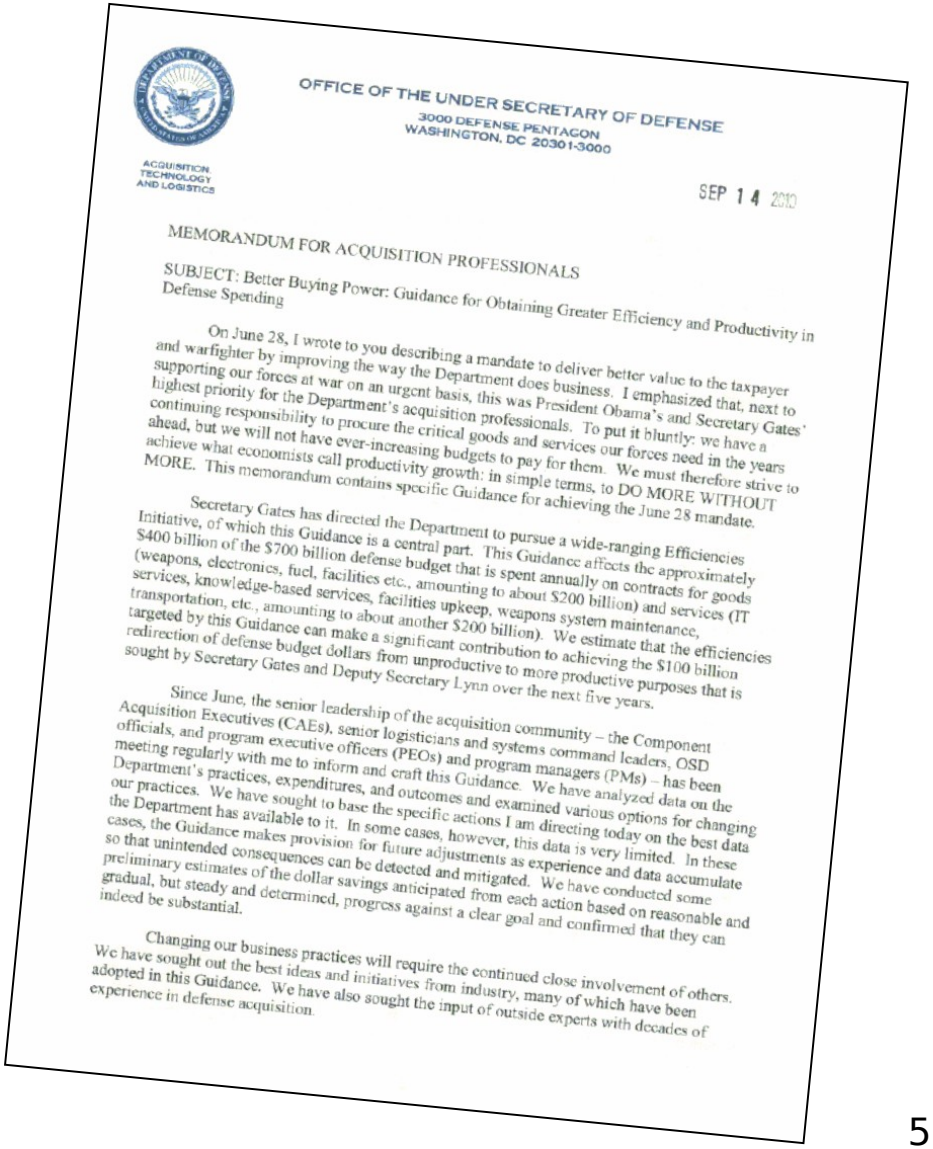
USD(AT&L) Better Buying Power Initiative

- **We are part of "Reducing Non-Productive Processes and Bureaucracy"**
  - **Acquisition documents will be reviewed, streamlined or, where feasible, eliminated**
  - **Required reports will also be reviewed**
  - **The value and utility of all reports will be re-assessed**



OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

SEP 14 2010

MEMORANDUM FOR ACQUISITION PROFESSIONALS

SUBJECT: Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending

On June 28, I wrote to you describing a mandate to deliver better value to the taxpayer and warfighter by improving the way the Department does business. I emphasized that, next to supporting our forces at war on an urgent basis, this was President Obama's and Secretary Gates' highest priority for the Department's acquisition professionals. To put it bluntly: we have a continuing responsibility to procure the critical goods and services our forces need in the years ahead, but we will not have ever-increasing budgets to pay for them. We must therefore strive to achieve what economists call productivity growth: in simple terms, to DO MORE WITHOUT MORE. This memorandum contains specific Guidance for achieving the June 28 mandate.

Secretary Gates has directed the Department to pursue a wide-ranging Efficiencies Initiative, of which this Guidance is a central part. This Guidance affects the approximately $400 billion of the $700 billion defense budget that is spent annually on contracts for goods (weapons, electronics, fuel, facilities etc., amounting to about $200 billion) and services (IT services, knowledge-based services, facilities upkeep, weapons system maintenance, transportation, etc., amounting to about another $200 billion). We estimate that the efficiencies targeted by this Guidance can make a significant contribution to achieving the $100 billion redirection of defense budget dollars from unproductive to more productive purposes that is sought by Secretary Gates and Deputy Secretary Lynn over the next five years.

Since June, the senior leadership of the acquisition community – the Component Acquisition Executives (CAEs), senior logisticians and systems command leaders, OSD officials, and program executive officers (PEOs) and program managers (PMs) – has been meeting regularly with me to inform and craft this Guidance. We have analyzed data on the Department's practices, expenditures, and outcomes and examined various options for changing our practices. We have sought to base the specific actions I am directing today on the best data the Department has available to it. In some cases, however, this data is very limited. In these cases, the Guidance makes provision for future adjustments as experience and data accumulate so that unintended consequences can be detected and mitigated. We have conducted some preliminary estimates of the dollar savings anticipated from each action based on reasonable and gradual, but steady and determined, progress against a clear goal and confirmed that they can indeed be substantial.

Changing our business practices will require the continued close involvement of others. We have sought out the best ideas and initiatives from industry, many of which have been adopted in this Guidance. We have also sought the input of outside experts with decades of experience in defense acquisition.

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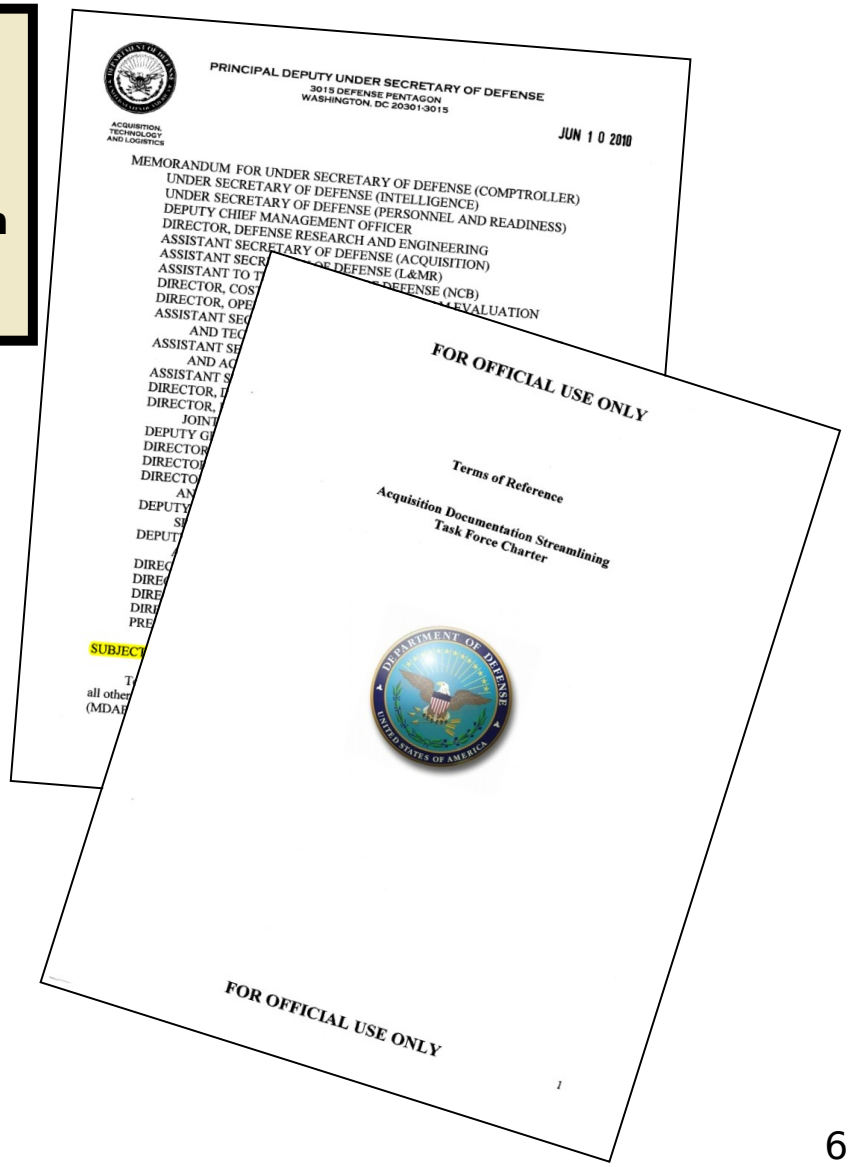
Acquisition Documentation Streamlining Task Force

MISSION: The mission of the Acquisition Documentation Streamlining Task Force is to examine and make recommendations of all of the documents currently required to support all Milestone and major decision points for each MDAP, MAIS, Business MAIS, and Special Interest program.

TASK FORCE PRODUCTS

- **A description of the core purpose and essential content of each document**
- **Recommendations for elimination/and or substantial streamlining of all currently required documentation. Dissenting views will be documented.**
- **Justification for retaining any document content "as is." Dissenting views will be documented.**
- **Examples of streamlined documents as appropriate**
- **Proposed revisions to policy, regulations, and other document guidance such as the Defense Acquisition Guidebook.**
- **Recommendations for links to other source documents that can be included by reference instead of duplicated or summarized.**


PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE
3015 DEFENSE PENTAGON
WASHINGTON, DC 20301-3015
ACQUISITION, TECHNOLOGY AND LOGISTICS
JUN 1 0 2010
MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (COMPTROLLER)
UNDER SECRETARY OF DEFENSE (INTELLIGENCE)
DEPUTY CHIEF MANAGEMENT OFFICER
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARY OF DEFENSE (ACQUISITION)
FOR OFFICIAL USE ONLY
Terms of Reference
Acquisition Documentation Streamlining
Task Force Charter
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Why Streamline Documentation?

- **Prepared for senior management with little meaning for the preparers**
- **Too many pages; too little or irrelevant content**
- **Too much duplication of common information**
- **Insufficient planning detail**
- **Accretion of information requirements over time**
- **Streamlining efforts should be applicable at all levels of the Enterprise**

INTENT: Change the focus to documents that the Program team actually needs and uses to manage their Program:

Concept ✉ Design ✉ Sustainment

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Acquisition Documentation Streamlining Task Force Participation

Task Force Co-Leads

- Nicholas Torelli, AT&L/Systems Engineering
- Mona Lush, AT&L/Acquisition Resources and Analysis
- Skip Hawthorne, AT&L/Defense Procurement and Acquisition Policy

With Representatives from

- Army
- Navy
- Air Force
- Joint Staff
- OSD:
  - Defense Acquisition University
  - Developmental Test & Evaluation
  - Installations and Environment
  - Logistics and Materiel Readiness
  - Portfolio Systems Analysis
  - Cost Analysis and Performance Assessment
  - Defense Intelligence Agency
  - The DoD Chief Information Officer/Assistant Secretary of Defense for Networks and Information Integration
  - Director, Operational Test & Evaluation
  - Under Secretary of Defense (Intelligence)
  - Under Secretary of Defense (Personnel & Readiness)

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Acquisition Documentation Streamlining
Task Force Action Plan

June - July	August	September	October	November	December
Review of Acquisition Strategy	• Draft Revised Acquisition Strategy • Initiate Review of Other Documents	• Task Force Review of Revised Acquisition Strategy • Draft Revisions of Other Documents	Initial Review of Revised Documents	Task Force Review of Other Documents	Issue Revised Business Practice

◆ Task Force Formed

◆——— Issue Revised Documents as They are Approved

Documents at Initial Review	
Document	**Office of Primary Responsibility (OPR)**
Acquisition Strategy	ARA / DPAP
Systems Engineering Plan	SE
Program Protection Plan	SE
Life-Cycle Sustainment Plan	L&MR
Acquisition Information Assurance Strategy	ASD (NII)
Information Support Plan	ASD (NII)
Net-Centric Data Strategy	ASD (NII)
Economic Analysis	CAPE / NII
Analysis of Alternatives	CAPE
Cost Analysis Requirements Description	CAPE
Manpower Estimate	USD(P&R)
Operational Test Plan	DOT&E
T&E Master Plan	DOT&E / DT&E
T&E Strategy	DOT&E / DT&E
Life-Cycle Signature Support Plan	USD(I)

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Notional Streamlining Review Process

CURRENT OUTLINE

2.3.1~~~~~~~~~~~~
2.3.2~~~~~~~~~~~~
2.3.3~~~~~~~~~~~~
2.3.4~~~~~~~~~~~~
2.3.5~~~~~~~~~~~~
2.3.10~~~~~~~~~~~~
2.3.10.1~~~~~~~~~~~~
2.3.10.2~~~~~~~~~~~~
2.3.11~~~~~~~~~~~~
…
2.3.12~~~~~~~~~~~~

If "Moved" Where?

AF/Navy/Army: 2.3.1~~~~~~~~~~~~ ~~MOVE~~
Rationale: ~~~~~~~~~~~~~

PSA/AF/L&MR: 2.3.1~~~~~~~~~~~~ ~~REMOVE~~
Rationale: ~~~~~~~~~~~~~

DPAP/ARA: 2.3.1~~~~~~~~~~~~ ~~MOVE~~
Rationale: ~~~~~~~~~~~~

I&E: 2.3.4.1~~~~~~~~~~~~~~~ ~~REMOVE~~
Rationale: ~~~~~~~~~~~~~

Navy/Army: NEW 2.3.4.1~~~~~~~~~~~~ ~~ADD~~
Rationale: ~~~~~~~~~~~~~

IC/IP: NEW 2.3.4.7~~~~~~~~~~~~ ~~ADD~~
Rationale: ~~~~~~~~~~~~~

Navy/Army: 2.3.6~~~~~~~~~~~~ ~~REORGANIZE~~
Rationale: ~~~~~~~~~~~~~

PSA: 2.3.7~~~~~~~~~~~~~~~~ ~~REMOVE~~
Rationale: ~~~~~~~~~~~~~

Army: 2.3.7~~~~~~~~~~~~~~~~ ~~DELEGATE~~
Rationale: ~~~~~~~~~~~~~

DPAP/ARA: 2.3.10.2~~~~~~~~~~~~ ~~MOVE~~
Rationale: ~~~~~~~~~~~~

CBRN: 2.3.11~~~~~~~~~~~~~~~ ~~MODIFY~~
Rationale: ~~~~~~~~~~~~~

SEP, TEMP, LCSP, etc.

Acquisitio n Strategy

- Restructured
- Essential info
- Logically organized

ESSENTIAL INFORMATION

STREAMLINED, ANNOTATED OUTLINE

2.3.1~~~~~~~~~~~~
2.3.2~~~~~~~~~~~~
2.3.3~~~~~~~~~~~~
2.3.4~~~~~~~~~~~~

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DoDI 5000.02 Document Disposition

DAB Documents Under Review

	Document	SOURCE	OPR*	Disposition
AT&L	**Acquisition Strategy / Technology Development Strategy**	**Reg: DoDI 5000.02**	**ARA / DPAP**	**Ready; Approved at S I G**
	Data Management Strategy	Stat: 10 USC 2320	ARA / DPAP / SE	Increased emphasis in AS
	Systems Engineering Plan	**Reg: DoDI 5000.02**	**SE**	**Ready; Approved at S I G**
	Corrosion Prevention and Control Plan	Reg: DoDI 5000.67	AT&L	Addressed in SEP
	IUID (Individual Unit Identification) Implementation Plan	Reg: DoDD 8320.03 +	DPAP	Addressed in SEP
	PESHE / NEPA Compliance Plan	Stat: 10 USC 4321 +	I&E	Addressed in SEP
	Program Protection Plan	**Reg: DoDI 5200.39**	**SE**	**PDUSD(AT&L) comments**
	Acquisition Information Assurance Strategy	Reg: DoDI 8580.1	ASD (NII)	Consolidated into PPP
	Life-Cycle Sustainment Plan	**Reg: DoDI 5000.02**	**L&MR**	**PDUSD(AT&L) comments**
	Life-Cycle Signature Support Plan	Reg: DoDD 5250.01	USD (I)	In work, renamed Life-Cycle Mission Data Plan to be more comprehensive
	Information Support Plan (ISP)	Reg: DoDD 4630.05 +	ASD (NII)	In work
	Net-Centric Data Strategy	Reg: DoDD 8320.02	ASD (NII)	To be consolidated into ISP
	T&E Master Plan	Reg: DoDI 5000.02	DOT&E / DT&E	In work; renamed at MS A
	T&E Strategy	Reg: DoDI 5000.02	DOT&E / DT&E	Replace TES w/TEMP at MS A
	Operational Test Plan	Stat:10 USC 2399	DOT&E	In work
	Economic Analysis (for MAIS programs)	Stat: P.L. 106-398	CAPE / NII	In work
	Analysis of Alternatives	Stat:Title 40 Subtitle III	CAPE	In work
	Cost Analysis Requirements Description (CARD)	Reg: DoDI 5000.02	CAPE	In work
	Manpower Estimate	Stat: 10 USC 2434	USD(P&R)	Expected to remain the same

* Office of Primary Responsibility

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DoDI 5000.02 Document Disposition

Approval Delegated to Component

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Review of Reports Required by DoDI 5000.02

Reports Under Review			
Document	**Source**	**OPR**	**Disposition**
Defense Acquisition Executive Summary (DAES): Quarterly	**R: DoDI5000.02**	**ARA**	
Program Deviation Report (PDR) (a memo from PM , only upon breach)	**S: 10 USC 2435 +**	**ARA**	
Selected Acquisition Report (SAR): Annual / Quarterly Exceptions	**S: 10 USC 2432**	**ARA**	
Unit Cost Report (UCR): Quarterly	**S: 10 USC 2433**	**ARA**	
~~Nunn - McCurdy Assessment and Certification: Rare~~	**~~S: 10 USC 2433~~**	**~~ARA~~**	
Post-Critical Design Review (P-CDR) Report	**R: DoDI5000.02**	**SE**	**Delegated to DASD(SE)**
~~Preliminary Design Review Report (PDRR)~~	**~~S: P.L. 111-23~~**	**~~SE~~**	
Clinger Cohen Act Compliance : At Milestones to the DoD CIO & MDA	S:Title40,Subtitle III	ASD(NII)	**Remain w/DoD CIO**
MAIS Annual Report to Congress (MAR) : Analogous to SAR	S:10 USC 2445b	ASD(NII)	
MAIS Quarterly Report (MQR) : Analogous to DAES	S:10 USC 2445c	ASD(NII)	
Notice of MAIS Cancellation or Significant Reduction in Scope: Rare	S: P.L. 109-163	ASD(NII)	
Notification of a Critical Change to the Defense Committees: Rare	S:10 USC 2445c	ASD(NII)	
Notification of a Significant Change to the Defense Committees: Rare	S:10 USC 2445c	ASD(NII)	
Beyond LRIP Report (B-LRIP)	S: 10 USC 2399	DOT&E	**Remain w/DOT&E**
Component Live-Fire (LF) T&E Report	S: 10 USC 2366	DOT&E	**Remain w/DOT&E**
LFT&E Plan / Alternate LFT&E Plan	S: 10 USC 2366	DOT&E	**Remain w/DOT&E**
LFT&E Report	S: 10 USC 2366	DOT&E	**Remain w/DOT&E**
Operational Test Agency (OTA) Report of OT&E Results	R: DoDI5000.02	DOT&E	**Remain w/DOT&E**
Contractor Cost Data Report (CCDR)	R:DoD5000.04-M-1	CAPE	**Remain w/CAPE**
Software Resources Data Report (SRDR)	R:DoD5000.04-M-1	CAPE	**Remain w/CAPE**

AT&L

5000.02 Reports status briefed at 31 March Senior Integration Group (SIG)

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Reducing Low Value Statutory Requirements

Examples:

- **Request repeal of requirements for:**
  - **Retroactive 2366a & 2366b certifications**
  - **Full-up Nunn-McCurdy assessment process for "technical" breaches (critical cost breaches driven by exogenous quantity changes)**
- **Legislative Proposals**
  - **Currently at OMB, awaiting release to the Hill**

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Reducing Volume and Cost of Congressional Reports

Examples:

- Legislative proposal requesting repeal of 167 (Department-wide) recurring reports to Congress has been submitted to OMB (includes 50 reports that are applicable to AT&L)
- Page Limitations
  - Maximum 5 page limit set for Congressional reports; exceptions must be justified
- Estimated Cost to Produce Report
  - Must be included on first page

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Reducing Volume and Cost of Internal Reports

Examples:

- **Request for elimination of 46 internal reports has been approved**
- **Estimated Cost to Produce each remaining internal Report**
  - **Must be included on first page**

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DAB Decision Briefing Templates

- **USD(AT&L) requested Development of Briefing Templates for:**
  - **Materiel Development Decision (drafted)**
  - **Milestone A (approved)**
  - **Milestone B (approved)**
  - **Milestone C (in process)**
  - **Full-Rate Production Decision Review (in process)**

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ADS TF Next Steps

- Release of annotated outlines for AS, SEP, PPP, LCSP* as “expected business practice”
  - AS and SEP completed and will be released soon
  - LCSP - L&MR-led team working PDUSD(AT&L) comments
  - PPP - SE-led team working PDUSD(AT&L) comments
- Coordinate review of remaining documents not under direct AT&L control – Intel, DT/OT, CAPE
  - Intel ready to brief new Life-Cycle Mission Data Plan (LMDP) construct to PDUSD(AT&L) – replaces Life-cycle Signature Support Plan + others
  - DT&E / OT&E to brief PDUSD(AT&L) on updated Test & Evaluation Master Plan (TEMP)
- Opportunities exist to create “Turbo-Tax” type documents
  - Should we pursue this? Who builds? Where hosted? Who resources?

* AS-Acquisition Strategy, SEP – Systems Engineering Plan, PPP-Program Protection Plan, LCSP – Life Cycle Sustainment Plan

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Acquisition Efficiency Roadmap:
Expected Implementation Strategy

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What haven't we touched yet?

SPEED!

- **Streamlining the document generation processes is great, but if the process for approval is not changed to reflect putting responsibilities where they properly lie, we will take as long or longer to get documents approved**
- **Discussion questions:**
  - **Who should say YES??**
  - **Who can say NO?**

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Contact Information

OSD POCs

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